

6.0 Revitalization and Redevelopment

The Revitalization and Redevelopment Element provides a foundation to maintain and enhance the viability of the City's mature, underutilized residential and employment areas. While general plans typically focus on providing guidance for the development of vacant land, Mesa must also dedicate extensive capital and human reinvestment resources to address its mature areas in order to maintain stable neighborhoods, viable economic clusters, and high quality municipal services.



6.1 Background

6.1.1 Revitalization in Mesa

Revitalization efforts in Mesa seek to reverse the decline of urbanized areas in the community through reinvestments in human resources, economic potential, and improvements to the aging infrastructure. The City of Mesa conducts these efforts through a partnership among City departments, non-profit agencies, and residents. Federal funds administered by the City that support these programs include Community Development Block Grants, HOME Investment Partnerships, and Emergency Shelter Grant Programs. Subject to City Council authorization, the City actively seeks appropriate federal and state funds to implement the goals of this element.

The City also helps to maintain the vitality of neighborhoods through the following programs

- Opportunity Zone Program – This program focuses resources on mature neighborhoods where residents have expressed concern about decline. It combines commitments from residents, businesses, faith-based communities, and non-profit organizations with City resources to plan and implement neighborhood improvements.
- Neighborhood Registration Program – This program enhances communication and provides services to support neighborhood residents in their efforts toward improvements. These grass-roots neighborhood groups rely on contributions of time, talents, and materials from residents and local businesses. Registered neighborhoods range in size from several blocks to several square miles. They often are formed as outgrowths of block watches, newly developed neighborhoods, organizations in existing neighborhoods, and homeowners associations.

6.1.2 Redevelopment and Historic Preservation in Mesa

The City of Mesa is committed to the redevelopment of the original downtown and to the preservation of the historical assets in the Town Center Redevelopment Area. This area is defined by 6th Street on the north, Crescent Avenue on the south, the Hobson Street alignment on the east, and the Vineyard Street alignment on the west. Encompassing almost 1,300 acres, the Town Center Redevelopment Area contains a mix of residential, employment, public facility, cultural, and entertainment uses. The area includes the following four historic districts that are on the National Register of Historic Places: Evergreen; West 6th Street; Glenwood Wilbur; and Temple. In addition, the Robson Historic District is locally designated and is eligible for the National Register.

In December 1999, the City prepared and adopted the Town Center Concept Plan and Action Plan. This plan describes future land uses, densities, transportation facilities, and development design components for future growth. The City of Mesa promotes the location of new business in the downtown area in conjunction with the Mesa Town Center Corporation, the Office of Redevelopment, and the Office of Economic Development.

The Mesa Town Center Redevelopment Plan meets the requirements of Arizona Revised Statutes (ARS 36-1471 and 36-1479) and provides the mechanisms to coordinate the necessary public and private activities within the heart and historic center of the City.

The City of Mesa places great importance on its cultural and historic resources as the City grows and matures. Currently, Mesa has five National Register Historic Districts, as well as a dozen individual properties that enjoy such prestigious distinction. Two citizen advisory boards support the Redevelopment/Historic Preservation Office. The Downtown Development Committee is a nine-member board that guides the future development in the Town Center Redevelopment Area and reviews all redevelopment, planning, zoning, design review, and permitting issues. The Historic Preservation Committee is a seven-member board that seeks to identify and promote historic preservation and advises the City Council on those matters.

6.1.3 Neighborhood Planning in Mesa

A neighborhood plan is a guide that provides a framework for decisions that will affect the future of the neighborhood. It contains descriptions of desired future conditions and principles to be followed, as defined by the residents. Representing the consensus of the neighborhood, the plan also contains recommendations for strategies and actions that will enable the goals to be reached. Each neighborhood plan is tailored to the specific needs, issues, constraints, and opportunities of the neighborhood. Subjects commonly found in

a neighborhood plan include land use, housing, circulation, recreation, environmental concerns, and neighborhood character.

The City of Mesa initiated its neighborhood planning process in the summer of 2001. The process began with the identification of the Mesa Lutheran Neighborhood, which is located in northwest Mesa near the intersection of Country Club Drive and Brown Road, as an area that presented both a need and an opportunity to undertake a revitalization planning process. The area contains the Mesa Lutheran Medical Center, the Mesa Grande archaeological site, and several other medical and institutional uses. The residents and business leaders in the area spent several months in 2001 evaluating the potential for this neighborhood to become a more cohesive medical and institutional “campus”. The result was in completion in the winter of 2001-2001 of the Mesa Lutheran Revitalization Master Plan, which presents the findings of the process and describes implementation strategies to achieve the goals and objectives created by the planning team.

The City is also working with the Wilbur historic neighborhood in the Town Center in preparing a neighborhood plan. Additionally, preservation neighborhood plans have been prepared for the West Second Street and Wilbur Historic Districts. Plans will be prepared for the other districts listed on the National Register.

6.1.4 Causes of the Need for Revitalization and Redevelopment

Several factors contribute to the need to improve the viability of declining areas through redevelopment and/or revitalization activities. These factors are based in the manner in which the City has developed, the changing technology of the world, and the demographic and social variations that may alter the way in which we live, work, and play. These factors include:

Post World War II Developments

Mesa experienced a substantial population growth following World War II, especially during the 1950s. Consequently, many of Mesa’s subdivisions are over 50 years of age and in need of revitalization and/or redevelopment. The huge population growth in the 1970s and 1980s also created a large number of subdivisions that are now 20 to 30 years of age and beginning to experience decline. These neighborhoods present a variety of challenges caused by such things as absentee ownership, neglect, and inappropriate land uses.

Light Rail and Bus Transit

The easterly extension of the metropolitan transit system, including light rail on Main Street will provide enhanced access and visibility for land uses along its route.

Manufactured Homes-

The shift in retirement dynamics from the recreational vehicle park or manufactured home park to more active residential communities will continue to change the market demand for these types of products throughout Mesa.

Information and High Tech Employment Development

New technology in automation and computer related services have given rise to a new industry that is compatible in existing transitional areas. This type of employment is well suited for facilities in mature areas where a low initial investment may make redevelopment feasible by the private sector.

6.2 Goals, Objectives, and Policies

Goal RR-1

Maintain an orderly, compatible, and aesthetic land use pattern in mature areas of the City.

- Objective RR-1.1** Promote a concentrated, cohesive relationship among compatible land uses.
- Policy RR-1.1a Encourage and assist in providing a mix of market rate, affordable and high-end housing within redevelopment and revitalization areas.
 - Policy RR-1.1b Carefully evaluate redevelopment area boundaries to maintain the social stability of existing neighborhoods.
 - Policy RR-1.1c Conserve the resources of mature residential neighborhoods.
 - Policy RR-1.1d Promote mid and high rise mixed residential (i.e. 40 du/ac) and office uses in the Town Center, reserving ground floor space for retail and other supportive uses in the Pedestrian Overlay Area.
 - Policy RR-1.1e Work with property owners to resolve physical constraints (such as land use conflicts and under-utilized structures) on major vacant or underutilized parcels to encourage redevelopment or infill development.
 - Policy RR-1.1f Continue to follow the creation of an Urban Village for the Town Center as identified in the Town Center Concept Plan.
- Objective RR-1.2** Increase functional and visual consistency by coordinating existing uses and different architectural types.
- Policy RR-1. 2a Eliminate unsightly, unsafe, substandard and obsolescent uses and buildings that detract from the aesthetic appearance and economic welfare. Develop programs to eliminate trash and graffiti throughout the City.
 - Policy RR-1. 2b Enhance and maintain the appearance of alleys and other public rights-of-way in the Town Center and other redevelopment areas.

- Objective RR-1.3** Develop and maintain amenities that reflect the character of the City's heritage.
- Policy RR-1. 3a Make all reasonable efforts to identify, document and preserve significant historic buildings and structures.
- Policy RR-1. 3b Continue programs to increase public awareness and support for historic preservation activities as outlined in the City Council-approved Historic Preservation Plan.
- Policy RR-1. 3c Revive and enhance the self-guided "Cultural Walk" in the Town Center.

Goal RR-2

Attract development to vacant areas within an urbanized community through the use of infill incentives and innovative design.

- Objective RR-2.1** Encourage private and public investment and development on vacant lands in the urbanized areas of the City.
- Policy RR-2.1a Create an infill incentive policy that provides procedural benefits for infill development projects and describes other incentives for development in mature areas of the City.
- Policy RR-2.1b Provide technical support for infill development through innovative design concepts and land use techniques.
- Policy RR-2.1c Assure that infill development is compatible with neighboring uses.
- Policy RR-2.1d Assure that infill development can be supported by appropriate City services.
- Policy RR-2.1e Encourage the adaptive reuse or rehabilitation of mature buildings that are structurally sound.

Goal RR-3

Promote the active participation of citizens and local business leaders in addressing the needs of their neighborhoods

- Objective RR-3.1** Promote and facilitate the creation of neighborhood revitalization land use plans that reflect the interests of the residents and business leaders in the City's neighborhoods.
- Policy RR-3.1a Develop a formalized neighborhood planning process that facilitates the creation of smaller area plans.
- Policy RR-3.1b Create a system of quantitative indicators that reflect the function of Mesa's neighborhoods and assist in the evaluation of the neighborhood planning process.
- Policy RR-3.1c Maintain a database of all applicable neighborhood features that are evaluated during the neighborhood planning process.

- Policy RR-3.1d Utilize all available electronic and Internet resources to provide information pertaining to specific neighborhood plans.

Goal RR-4

Create a safe, efficient transportation system and parking facilities in redevelopment and revitalization areas that conform to the citywide Transportation Master Plan.

Objective RR-4.1 Provide adequate parking to meet the demands of existing and future development.

- Policy RR-4.1a Partner with the private sector to provide conveniently located, landscaped, and lighted parking facilities.
- Policy RR-4.1b Develop a shared parking program for the Town Center and other future appropriate locations, including parking structures where appropriate.

Objective RR-4.2 Provide features for pedestrians, bicyclists, and transit users that are consistent with the goals, objectives, and policies of the transportation element.

- Policy RR-2. 4a Integrate future bicycle routes and paths within redevelopment and revitalization areas as identified in the Transportation Master Plan.
- Policy RR-2. 4b Coordinate with Valley Connections to identify a selected alignment for light rail transit in the Town Center.
- Policy RR-2. 4c Develop and implement streetscapes that provide an identity for redevelopment areas.
- Policy RR-2. 4d Develop a pedestrian network for the Town Center Redevelopment Area as identified in the Town Center Concept Plan.
- Policy RR-2. 4e Provide safe and accessible pedestrian environments.

Goal RR-5

Create a system of recreational, open space, and public facilities in redevelopment and revitalization areas that is consistent with the citywide parks and recreation and public facilities plans.

Objective RR-5.1 Ensure that, where appropriate, redevelopment projects or revitalization areas contain appropriate parks, recreation facilities, connections to open space and other supportive uses.

- Policy RR-5.1a Ensure that all projects achieve the park/open space and public facility level of service standards.
- Policy RR-5.1b Encourage the location of family-oriented recreation uses in redevelopment areas, where appropriate.

Goal RR-6

Continue to develop and maintain excellent arts and cultural facilities and opportunities for fine arts appreciation for citizens of all ages in the Town Center Redevelopment Area.

Objective RR-6.1

Ensure that the Town Center Redevelopment Area includes appropriate public art, entertainment facilities, and other arts and cultural uses.

- Policy RR-6.1a Establish the Town Center as the primary arts and cultural district in the City through continued development of the Arizona Museum for Youth, Mesa Southwest Museum, Mesa Arts Center, and other related and supportive uses.
- Policy RR-6.1b Encourage the location of art galleries and artist live/work spaces throughout the Town Center Arts and Cultural District.

Goal RR-7

Encourage a cost effective mix of uses through public and private investment that maximizes revenue generation.

Objective RR-7.1

Stabilize land values and provide attractive investment and opportunities.

- Policy RR-7.1a Where appropriate, assemble land within adopted redevelopment areas as functional parcels that maximize revenue, disposition, and adjacent land use compatibility.
- Policy RR-7.1b Consider the establishment of a revolving loan program for business retention and expansion.
- Policy RR-7.1c Assist neighborhood groups to foster pride through clean up campaigns, community gardens, tool co-op or other appropriate projects.
- Policy RR-7.1d Coordinate and leverage public investments (e.g. storm water and lighting) through the annual budgeting and five-year Capital Improvements Program processes.
- Policy RR-7.1e Evaluate utilities in the Town Center and future redevelopment and revitalization areas for possible relocation and underground placement.

Objective RR-7.2

Encourage private investment and development within established and mature areas of the City.

- Policy RR-7.2a Provide technical assistance to existing businesses and investors/developers proposing projects consistent with the Mesa Town Center Concept Plan and other redevelopment plans.
- Policy RR-7.2b Consider the adoption of a Rehabilitation Code for mature and historic buildings.
- Policy RR-7.2c Publicize the availability of and access to public parking through signage, brochures and promotions with existing businesses.

- Policy RR-7.2d Consider the creation of business improvement districts within redevelopment areas to provide enhanced municipal and management services.
- Policy RR-7.2e Continue to maintain a database of available land and non-residential structures within adopted redevelopment and revitalization areas.

6.3 Plan Components

Areas that are currently the focus of revitalization and redevelopment activities include the Town Center Redevelopment Area, Community Development Block Grant areas, historic neighborhoods, and opportunity zones. In the future, the City may wish to evaluate other areas for eligibility as revitalization and/or redevelopment areas. Factors involved in the evaluation of these potential improvement regions within the City are summarized below.

6.3.1 Redevelopment Area Powers

From the municipal standpoint, the designation of redevelopment areas should include utilization of the following powers, pursuant to ARS 36-1471:

- To enter into contracts with governmental agencies and private entities
- To transact in real and personal property
- To borrow money
- To assist in relocating displaced families or persons
- To utilize federal and state grants and loans, and
- To issue bonds to finance improvements

6.3.2 Redevelopment Area Assessment

For an area to be designated a redevelopment area, state law requires that the City Council make a finding that the area is in need of redevelopment. To make this finding, a number of factors must be considered. These factors include the following:

- Unsafe Conditions - These factors can be imposed by environmental (i.e. subsidence, floodplain) and man-made (i.e. existing uses, presence of crime, lack of public safety services) characteristics.
- Unhealthful Conditions - These factors can be imposed by the water, air, and land of the area as well as existing uses.
- Obsolete Layout of Lots, Blocks, and Streets - Previous lot layouts or platting may not match existing market conditions for development.
- Land Ownership - Extensive private ownership, as well as the number of absentee owners, may make assemblage difficult.
- Incompatible Land Uses - The existing pattern of development has created negative impacts on the health, safety, and welfare of the public.

- Structural Deterioration - The existing exterior and interior building conditions require significant levels of major rehabilitation or clearance.

The City could also utilize the factors identified above to evaluate the potential for revitalization planning if the area does not exhibit substantial deterioration. Revitalization may also be appropriate if the area in question is substantially deteriorated but requires time and resources to build a planning foundation for the future.

6.3.3 Redevelopment Plan Preparation

For those areas that exhibit the characteristics described in the assessment, and based on the support of the area businesses, residents and property owners, a redevelopment plan should then be prepared. According to state law, the redevelopment plan must contain the following components:

- A Land Use Plan
- A Statement of Boundaries of the Project
- An Existing Land Use/Property Conditions Map
- Standards of Population Densities, Land Coverage, and Building Intensities
- A Statement of the Proposed Changes, if any, in Zoning Ordinances or Maps, Street Layouts, Street Levels or Grades, Building Codes, and Ordinances
- Kind and Number of Site Improvements and Public Utilities Required to Support New Land Uses
- Method, Cost of Acquisition and Preparation for Redevelopment and Disposition Value for Land Reuse
- Method of Financing Redevelopment Projects
- Method of Relocating Displaced Persons, and Businesses

6.3.4 Infill Incentive Districts

The passage of Arizona Growing Smarter legislation in 1998 (amended in 2000) authorized the use of infill incentive districts as a mechanism to attract development to vacant areas within an urbanized community. Vacant parcels within the City could potentially be served by nearby infrastructure, parks, and public safety services. Infill incentive districts, for those communities who desire them, would provide some inducements that make infill development a reality. These include the following:

- Expedited entitlements processing (zoning/rezoning/development review)
- Development fee reductions or waivers
- Extended infrastructure improvement payback schedules/reduced rates

- Below market City utility service for a set period of time
- The creation of the infill incentive district is based on the quantification of specific criteria for the geographic area to be proposed. The criteria for the designation must satisfy at least three of the following:
 - A large number of vacant older or dilapidated buildings exist
 - A large number of vacant or underused parcels of property exist
 - A large number of buildings or other places where nuisances exist
 - An absence of development and investment activity exists
 - A high occurrence of crime exists, and
 - A continuing decline in population exists

7.0 Housing

Housing is one of the most critical elements in this General Plan because Mesa is closely identified with its residential neighborhoods and the feelings of pride and security that those neighborhoods create.

As the population of Mesa grows by an estimated 62% during the next 25 years, it is critical to assure that a safe, enjoyable, and affordable housing stock will be provided for this new population.



Along with this challenge, the City of Mesa and its residents need to address the condition of the existing housing stock and residential areas to minimize the impacts on the community of deteriorating and substandard housing.

It is also important to understand the needs of cost-burdened households throughout the City and encourage appropriate housing opportunities. This plan should be used to assure the effective development of new housing opportunities on vacant land, protection and enhancement of existing residential neighborhoods, and careful revitalization of deteriorating urbanized areas to better accommodate the housing needs of Mesa's citizens.

7.1 Background

As the City of Mesa matures, it will face challenges in maintaining the residential quality of life. The City must strive to maintain a healthy mix of housing and an available housing stock that is affordable and desirable for its citizens.

According to the 2000 Census, the City of Mesa has 175,701 total housing units, of which 83%, or 146,643 are occupied. The average household size is 2.68 persons per unit and the average family size is 3.20 persons per unit. Of these occupied housing units, 66.4% (97,308) are owner occupied and 33.6% are renter occupied.

As described in the Land Use Element of this Plan, the City of Mesa is expected to grow by approximately 237,325 persons for a total population of 633,700. This growth is expected within the 172 square mile municipal planning area in the next 25 years. In order to house this population, approximately 234,100 total housing units will be necessary, or an increase of about 33% (58,349) from the current housing stock.

To add further dimension to an understanding of the current conditions, it is helpful to look at the distribution of housing units in Mesa. From the list below, it is clear that of the overall housing and manufactured Home / RV sites combined,

the dominant type of housing provided in Mesa is Single-Residence. This listing refers to available multi-family and manufactured home/RV sites available, but does not address the numbers that are vacant.

According to a study prepared by Economics Research Associates for the Economic Development Element of this Plan, the current housing units distribution as of November 30, 2000 was estimated as follows in Table 7-1.

Table 7-1: Current Housing Units Distribution

TYPE	NUMBER	PERCENT
Single-Residence Detached	90,753	48%
Single –Residence Attached	9,259	5%
Multi-Residence Units	49,401	26%
Manufactured Home / RV Sites	39,369	21%
Total	188,782	

The presence of a diverse housing stock is critical in order to serve the needs of Mesa's population. Therefore, preserving and enhancing a variety of housing opportunities for Mesa's citizens is an essential component to this planning effort.

Substandard and neglected housing reduces property values of entire blocks and neighborhoods. Cost-burdened households, spending a high percentage of modest or low incomes on housing, lack the resources to buy retail goods offered for sale in the City, affecting all-important sales tax revenues. In addition, population loss caused by households moving outside of Mesa affects the collection of retail sales revenues because persons tend to shop in the City where they live. A viable housing market is also important for economic development reasons because prospective employers often choose to locate their enterprises where the workforce is growing.

7.1.1 Housing Principles

Upon consideration of all relevant social and land use attributes exhibited by the City of Mesa it has been determined that three fundamental housing principles must be addressed in order for the City of Mesa to achieve a healthy, vital residential environment that compliments the other commercial, industrial, and recreational areas of the City:

- Quality – Ensure that housing is safe, decent, and sanitary; encourage residential design that is community-friendly and compatible with the neighborhood character.
- Fairness – Promote the preservation and development of a wide range of housing choices that provide housing options for persons of all income levels throughout the City of Mesa.

- Location – Encourage the development of an appropriate mix of residential land uses throughout the City; protect and preserve existing, stable neighborhoods and new residential developments from incompatible adjacent land uses.

7.1.2 Existing Conditions

There are several major housing and neighborhood issues that Mesa must address as it continues to mature and grow. These issues are critical to the community's quality of life as well as its economic development efforts. Following is a discussion of these issues:

Executive and Professional Housing

Mesa has made great headway in attracting high-end housing through master planned communities and other new subdivisions that better meet the need of executives and professionals who have located in the East Valley. It is important for Mesa to continue to provide the types of housing that appeals to these individuals as part of an overall effort for economic improvement to facilitate and attract basic high tech and corporate employers. Such employers often locate in communities that provide appropriate housing opportunities for their executive and professional staff. Executive and professional housing could have significant implications for the economic well being of Mesa.

Manufactured Homes

Mesa's mobile home, manufactured housing, and recreational vehicle parks account for a large percentage of the City's housing stock. According to a recent study by the City of Mesa Neighborhood Services Department, Mesa has 63 manufactured home parks and approximately 13,785 manufactured homes. Of these parks, 45 are restricted to persons of 55 years of age or older. The average age of a manufactured home in Mesa is 24 years. The availability of these affordable properties is an asset to lower income households. However, older mobile homes may deteriorate physically faster than conventionally built housing and (at least in some areas within Mesa's planning area) sometimes lack the infrastructure of public streets, street lighting, and sidewalks that exist in conventional neighborhoods. These factors suggest that the City should carefully examine manufactured housing proposals.

Multiple Residence Housing

The City recognizes the need to provide adequate housing choices for all segments of its population. Multiple residence housing plays a critical role in accommodating persons of all economic classes, but is often a preferred housing option for those of moderate means. Multiple-residence housing plays an important role in the City's economic growth because it serves employees of hundreds of Mesa businesses who live and shop in Mesa. Such housing also plays

an important role in attracting new industry and retaining existing businesses in Mesa. However, these properties can deteriorate quickly without proper management and maintenance. The City requires new multiple residence communities to meet standards of quality and environmental design which will maintain the City's valuable rental housing stock for the future needs of Mesa citizens.

Maintenance of Existing Neighborhoods

Maintaining existing housing and neighborhoods in the best possible condition is a primary issue in Mesa. In March 2000, Mesa voters approved the "Property Maintenance and Neighborhood Preservation Ordinance" that requires property owners to keep buildings and landscaping clean and repaired. The goal is to keep Mesa neighborhoods safe and attractive, and maintain property values. The new ordinance applies to outside areas that can be seen from the public right-of-way and includes yards, fences, walls, paint, roofing, sheds, windows and doors. The older neighborhoods in the original downtown have already been designated for housing rehabilitation, as well as for upgrading of streets, lighting, sidewalks, and parks. However, some areas of the City are aging and showing signs of deterioration, such as houses needing painting and new roofs, landscaping in disrepair, and multiple cars parked on the property.

If the spiraling effect of this deterioration is not aggressively treated, whole neighborhoods will begin to experience declining values, high turnover of residents, increasing incidence of rental vs. owner-occupied housing, and an overall deterioration in security and the quality of life. These neighborhoods are the backbone of Mesa and home to a large portion of the City's population. Preserving this affordable housing stock is an important objective. Revitalization based on neighborhood plans, along with infill of vacant lands within the urban areas of Mesa, may provide new opportunities for economically sustaining existing neighborhoods as well as providing increased housing options.

Generally speaking, a majority of the existing housing stock is in good condition, although certain areas and neighborhoods are beginning to age. People continue to look to Mesa as a family-oriented, secure place to live. However, as the City matures, it can expect to face problems in maintaining the residential quality of life, as measured by the ratio of standard vs. declining vs. substandard housing. The City will also be faced with a loss of housing units over time through demolition or removal of substandard dwellings. It is important for the City to meet the needs associated with this loss of housing by providing new opportunities for residential development.

Workforce Housing

Workforce Housing is oriented toward the middle-income workforce that is employed in all employment sectors, but does not command the income of the executive and professional staff. It is important to recognize the need for this

more moderate cost, but safe and adequate housing to meet the needs of the workforce.

Mesa has traditionally provided a significant amount of housing for moderate-income households. It is important to continue to provide these opportunities, in safe neighborhoods, with excellent services and infrastructure. This type of housing often caters to families with budgetary constraints, but that do not qualify as low income.

Affordable Housing

Inherent in the concept of preserving existing neighborhoods is the preservation of an adequate supply of affordable housing -- that is, housing which can be purchased or rented and maintained to a reasonable standard by persons of low or moderate income. For illustrative purposes, affordable housing facilitates persons who make 80% or less of the area median income, and pay no more than 30% of their gross income for housing. It is possible to provide decent, Code-compliant housing for all residents of Mesa if all affected parties are willing to devote creative action and some funding to that end. This could mean continued rehabilitation of older single residence properties, encouragement for developers to renovate existing multiple residence housing stock, and/or incentives for developers to build on infill residential properties rather than on the undeveloped periphery of Mesa.

Transitional and Supportive Housing

Housing is needed in Mesa for persons who are temporarily homeless and are striving to get off the streets and back to self-sufficiency. The community should make temporary shelter available for those who are willing to improve their livelihood, but need respite from the streets while they gain/regain the ability to live as independently as possible. The need for geographic balance should be recognized in the location of group homes, halfway houses, and similar facilities. The City should consider the development of policies to address the issues of geographic balance and the potential neighborhood impacts of these facilities.

Master Planned Housing and Mixed Use Developments

Unlike adjoining communities, Mesa has not enjoyed the number and benefits of master planned developments. Master planned communities usually include large tracts of land that have special amenities that often appeal to higher income communities with extra privately operated amenities including parks, play areas, golf courses, and are often gated. Having master planned subdivisions is a major element in economic development, as they can be a primary means of providing the range of housing that suits the needs of the executive and higher income employees of existing and newly locating employers. Master planned communities tend to have higher value, on average, because of the amenities offered. The restrictions placed on property use and

maintenance keep the subdivisions in excellent physical condition. As Mesa continues to rapidly grow, opportunities to develop large, master planned areas are being lost.

7.2 Goals, Objectives, and Policies

Housing Goals, Objectives, and Policies are designed to provide the City with guidance in the evaluation of residential development processes. As Mesa continues to grow, the needs of its citizens will also grow. Therefore, creating policies that can accommodate both current and future housing needs allows the document to "live" and adapt to rapid and diverse change.

Goal H-1

Ensure that housing is safe, decent, and sanitary; encourage residential design that is community-friendly and compatible with the neighborhood character.

Objective H-1.1 Identify and recognize the changing needs of the City's maturing neighborhoods and take steps to stabilize and upgrade these areas.

Policy H-1.1a Create and ratify a Housing Master Plan, based on appropriate and correct data, in accordance with the Mesa General Plan Land Use Element to guide residential policy through the Year 2025.

Policy H-1.1b Identify and prioritize neighborhoods where reinvestment will result in net improvement.

Policy H-1.1c Encourage the creation of smaller area Neighborhood Plans throughout the City to implement the goals and policies of the Housing Master Plan.

Policy H-1.1d Endeavor to strengthen the residential character of the Mesa Grande, Central Broadway Corridor, Lehi, Citrus, and Desert Uplands sub-areas in the General Plan Land Use Element.

Policy H-1.1e Incorporate adequate provisions for functional parks and open space for all residential areas, both existing and new.

Policy H-1.1f Explore other alternative techniques for the stabilization of existing neighborhoods, including financial incentives and loan programs.

Policy H-1.1g Strongly encourage homeowners associations (HOA's), neighborhood associations, and/or crime prevention programs (as appropriate) for all residential developments.

Objective H-1.2 Increase opportunities for the housing stock to be maintained in a safe and sanitary living condition.

Policy H-1.2a Continue to maintain and enforce up-to-date housing and building codes.

- Policy H-1.2b Establish rehabilitation standards that facilitate an owner's ability to improve housing stock, specifically for historic housing, modular housing and mobile homes.
- Policy H-1.2c Periodically consider updating existing land use and housing codes and regulations to facilitate alternative housing types and land use arrangements.
- Policy H-1.2d Expand the City of Mesa Housing Code to include all occupied mobile homes and manufactured housing and develop standards to assure the maintenance of health, safety and welfare.

Objective H-1.3 Encourage development and revitalization projects in all areas of Mesa that provide a variety of housing types to meet the needs of the growing population.

- Policy H-1.3a Designate sites for master planned housing and mixed use communities and encourage developers to utilize the existing PAD, BIZ, and DMP overlay zoning districts where applicable.
- Policy H-1.3b Provide opportunities to allow the development of higher density housing at appropriate locations, dependent upon project quality and aesthetics, to ensure that a broad range of housing is available to accommodate an expanded employment base.

Objective H-1.4 Encourage redevelopment and/or renovation of substandard residential neighborhoods.

- Policy H-1.4a Consider devising and offering incentives to developers of housing for the low income workforce; such incentives will encourage the provision of this type of housing stock throughout the City.
- Policy H-1.4b Develop partnerships with lenders and foundations, which will make available affordable financing for improvement of structures in neighborhoods that may not meet established City standards.
- Policy H-1.4c Continue and expand the ongoing housing rehabilitation program which is designed to repair and upgrade older homes of disadvantaged individuals, and in so doing help to upgrade Mesa's older neighborhoods.

Goal H-2

Promote the preservation and development of high-quality, balanced, and diverse housing options for persons of all income levels throughout the City of Mesa.

Objective H-2.1 Encourage the creation of residential developments which provide housing opportunities for individuals and families of all socioeconomic levels

- Policy H-2.1a Promote measures that contribute to the reduction of initial and operating housing costs, where feasible.
- Policy H-2.1b Promote and encourage the use of innovative and contemporary building construction practices that increase overall housing efficiency while reducing overall construction and/or housing costs.
- Policy H-2.1c Monitor and implement as necessary alternative development/design standards that accomplish the intended purpose of providing affordable housing.
- Policy H-2.1d Prepare a plan, to include property owner involvement and citizen participation, prior to or concurrent with the designation of a redevelopment area.

Objective H-2.2 Establish a community-wide goal of adequate affordable housing, as defined by the Housing Master Plan. Affordability criteria for lower income groups should follow the most current Department of Housing and Urban Development definitions and guidelines.

- Policy H-2.2a Investigate the use of density bonuses or similar incentives as a means to facilitate the implementation of this provision.
- Policy H-2.2b Encourage a collaborative work effort with all applicable agencies such as housing organizations, lending institutions, and local governments to investigate opportunities through which provisions for affordable housing and the accomplishment of the affordable housing goal can be achieved.
- Policy H-2.2c Identify the number of housing units in the City of Mesa removed due to development or other means, and encourage new housing opportunities to meet the needs of those families that may be displaced.

Objective H-2.3 Provide a variety of housing opportunities that will satisfy the needs of existing and future households at diverse socioeconomic levels.

- Policy H-2.3a Follow the residential development ratio as identified in the Housing Master Plan when applicable developments are planned and established to facilitate the provision of an adequate housing supply.
- Policy H-2.3b Encourage the use of alternative housing types as a means of making available additional housing opportunities for those who may not otherwise obtain suitable housing through conventional means.
- Policy H-2.3c Encourage developers to take additional efforts such as disseminating the subject land use information in marketing brochures and other similar sources of information to ensure area residents are aware of proposed phasing/build-out.
- Policy H-2.3d Work with applicable agencies and organizations to collaboratively monitor housing trends and market demands to ensure that the housing

stock remains at levels suitable to support population increases and overall housing demand.

Policy H-2.3e Coordinate with citizens and among appropriate City departments to facilitate problem-solving, assist in resource identification, and promote positive, creative interaction leading to improvement of Mesa neighborhoods by the citizens who live there.

Policy H-2.3f Facilitate incentives to lenders that will encourage more opportunities to provide affordable housing.

Goal H-3

Encourage the development of an appropriate mix of residential land uses throughout the City. Protect and preserve existing, stable neighborhoods and new residential developments from incompatible adjacent land uses.

Objective H-3.1 Preserve and protect the City's neighborhoods by minimizing internal and external impacts that may detract from a neighborhood's ability to offer a safe and aesthetically pleasing environment.

Policy H-3.1a Ensure that residential areas are adequately buffered from incompatible uses through the use of zoning and development regulations

Policy H-3.1b Strive to preserve the physical and social stability of existing neighborhoods as freeway corridors are constructed through the use of various buffering techniques such as noise walls, landscape setbacks, earth berming, and trailway systems development.

Policy H-3.1c Encourage infill development based on compatibility with existing neighborhoods.

Policy H-3.1d Prohibit residential development within the 65 DNL (Day-Night Average Sound Level) noise contour for Williams Gateway Airport and Falcon Field Airports.

Objective H-3.2 Encourage the development of neighborhoods that provide safe vehicular and non-vehicular access and mobility, as well as convenient access to community facilities and neighborhood services.

Policy H-3.2a Provide for neighborhood connections to commercial areas, as well as to each other, using roads, non-motorized bikeways, and pedestrian paths.

Policy H-3.2b Ensure that residential development is located where adequate infrastructure currently exists or is planned to be available in the near future.

Policy H-3.2c Preserve significant cultural, historical, or natural features and provide enhanced open space areas in residential development or redevelopment projects.

Policy H-3.2d Provide opportunities to ensure that residential neighborhoods may be served by and are in close proximity to services and facilities.